



# COMMEMORATIVE AIR FORCE



Annual Report **2018**



# Reaching for the Sky— Touching Lives



**C**OLLECTIVELY, WE TOUCH THE LIVES of millions of people annually with our education programs, airshows, and mobile outreach — we reach about 7 million more through our website and social media channels.

And as memories fade with the Greatest Generation, our mission to preserve history assures that the next generations will have the opportunity to experience it in personal and meaningful ways, and will be inspired to reach great heights in their own lives.

Every year the Commemorative Air Force provides unique opportunities to learn more about and remember the events of our past.

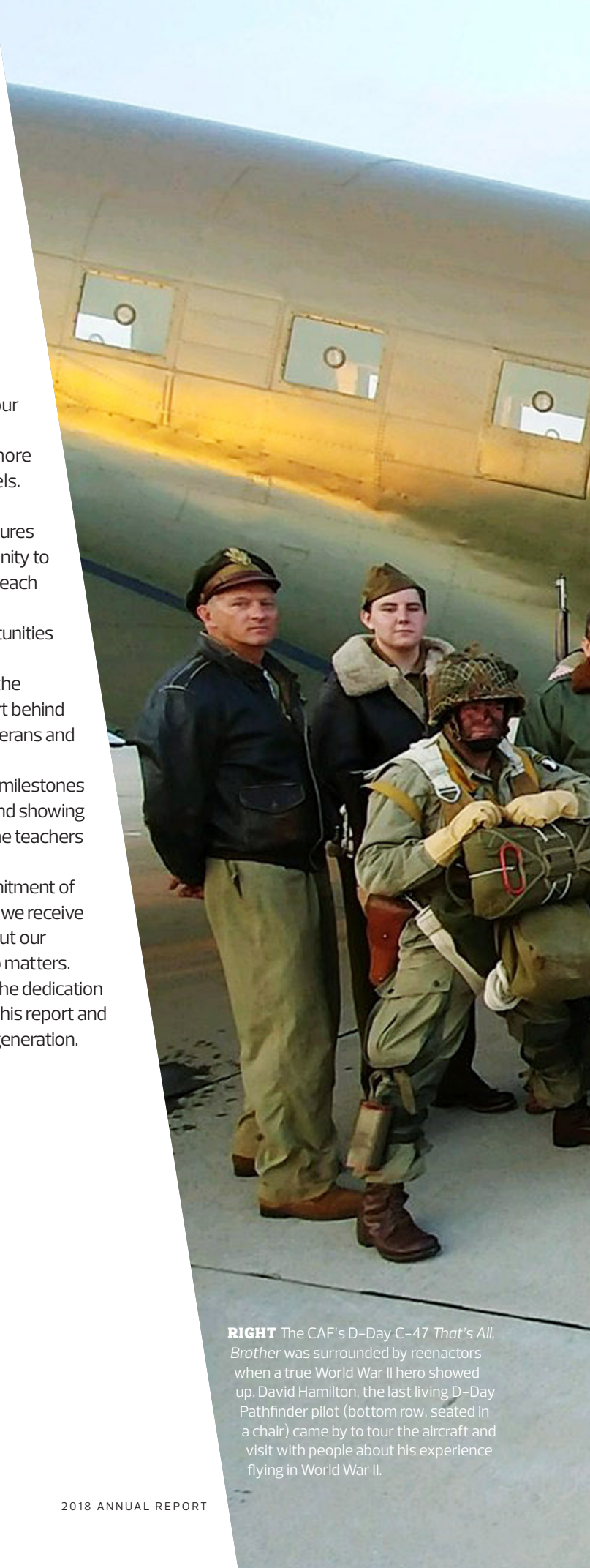
In addition to the herculean effort to prepare our aircraft to cross the Atlantic and fly over Normandy, untold volunteers supported the effort behind the scenes to make certain this high-profile tribute to World War II veterans and the American spirit would succeed.

This Annual Report highlights some of our accomplishments and milestones achieved in 2018 — we could easily fill 100 pages sharing the stories and showing the joy-filled faces of youth discovering the wonder of aviation and the teachers and mentors who ignite the desire for learning.

The Commemorative Air Force thrives on the strength and commitment of volunteers, donors, and staff. I continue to be humbled by the support we receive from individuals, foundations, and corporations who feel as we do about our important mission. Everything we do has a purpose. Everything we do matters. Everything we do brings people together. Everything we do relies on the dedication of our volunteers and the generosity of our supporters. Please enjoy this report and learning more about our quest to educate and inspire the next great generation.

A stylized, handwritten signature in black ink, appearing to read 'Hank Coates'.

Henry "Hank" Coates  
CAF CEO/PRESIDENT



**RIGHT** The CAF's D-Day C-47 *That's All, Brother* was surrounded by reenactors when a true World War II hero showed up. David Hamilton, the last living D-Day Pathfinder pilot (bottom row, seated in a chair) came by to tour the aircraft and visit with people about his experience flying in World War II.





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unique opportunities to learn more about and  
remember the events of our past.*



*ESTABLISHED IN 1957, the Commemorative Air Force operates the world's largest flying museum. The priceless fleet of more than 170 vintage military aircraft helps educate and inspire people across the United States and around the world. This rare collection of warbirds is painstakingly cared for by more than 11,000 volunteers dedicated to preserving our military aviation history for those who reminisce about these aircraft from their youth and for today's youth who, if not for the Commemorative Air Force, could only imagine their power and grace.*





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**LEFT** Living History events engage students with hands on activities.

**COVER** CAF's P-39 Airacobra and P-63 Kingcobra; (Photo by Caliaro Luigino).







The Commemorative Air Force (CAF) thrives because our strategic priorities align with the values and interests of so many — it's the reason CAF has been steadily growing for more than 60 years. We strive to ensure that the many activities we undertake each year support our strategic priorities, accomplish our annual objectives, and strengthen the organization to ensure a bright and lasting future.

The Annual Report highlights a few of our 2018 endeavors, supporting such Strategic Priorities as:

**Educate and inspire through interactive history**

**Preserve the memories and artifacts of military aviation**

**Engage and serve a broad audience**

**Provide experiences that foster positive change**

**Provide opportunities for meaningful service**

**Maintain financial stability**

**Build a strong global brand**

Collectively, these strategic priorities create the framework for the work CAF does each year that shapes the future of the organization.





# *Educate Inspire Honor*



PHOTO: BRENT OVARD

**ABOVE** Marine Patrol Bomber Semper Paratus  
at the National Championship Air Races in  
Reno in September 2018.







# Celebrating the Spirit of Volunteerism Yesterday and Today

**T**HE ANNALS OF HISTORY ARE FILLED WITH ACCOUNTS OF SELFLESS MEN and women who stepped forward and volunteered to serve a cause greater than self, regardless of the personal cost. During World War II many served on the front lines of combat directly staring down a foe. Others worked on the production lines of industry building an Arsenal of Democracy the likes of which the world had never known. Still, others volunteered on the home front working diligently to fulfill every other task, large and small, to achieve a common goal — victory.

Today, that same spirit of volunteerism thrives at the Commemorative Air Force. While the vintage military aircraft we preserve no longer face hostile fire, they are combating the ravages of time. Each aircraft relies on the investment of time and funds to achieve and remain in airworthy condition to fulfill our mission to bring the artifacts of our flying museum to people who may otherwise not have an opportunity to behold these wonders of aeronautical engineering from one of the most impactful chapters of American history.

The volunteers who restore, maintain, and share these aircraft with fellow Americans also make sacrifices. Every hour spent in the service of the Commemorative Air Force is a gift of time. Time that could be spent pursuing other endeavors, yet has been lovingly donated to preserving history and the legacy of those who served. We must never forget the gift that the Greatest Generation presented to all future generations—freedom. Our mission to restore and keep these aircraft flying is one way we say “thank you” to veterans and volunteers alike for a job well done.

## Nancy and Dennis Kwiecien

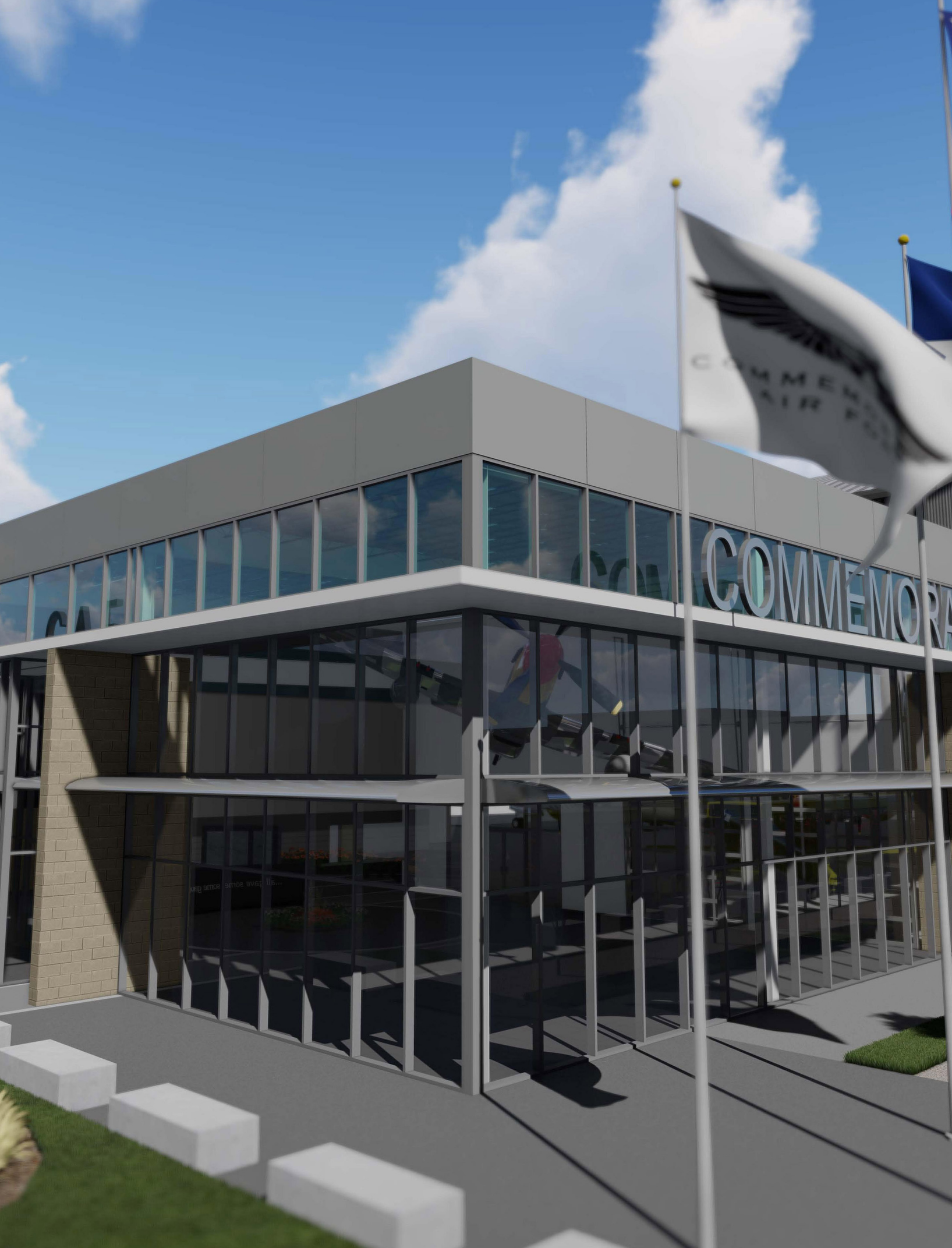
Nancy met and married Dennis in 1974 and they raised a family together in Conroe, Texas. It was Dennis who first discovered the Commemorative Air Force's Gulf Coast Wing outside of Houston after visiting the airport to see their assigned aircraft, the B-17 Flying Fortress *Texas Raiders*. The group was based not too far from their home and with them both newly empty nesters and nearing retirement, they decided they had the time to volunteer a few hours with the group. In short order Nancy and Dennis became captivated by the group and soon learned that no experience with flying an aircraft or mechanics was required. In fact, it was the skills learned in the business world that made them extremely valuable volunteers for the group. The Kwieciens, with other volunteers, are responsible for the operation and maintenance of the B-17 *Texas Raiders* which takes up to 30 hours of maintenance for every one hour of flight. Nancy's responsibilities include working with the media to market events and tour stops. On tour Dennis often serves as loadmaster, ensuring the aircraft is readied before flights and speaking to people who see the aircraft on exhibit.

*“We love to introduce people to our aircraft. Our greatest honor is to meet veterans who flew her.” — Nancy Kwiecien*



**LEFT** The all-volunteer crew of the B-17 *Texas Raiders* on tour. Left to Right: Bruce Guest (Flight Engineer) Kevin Michels (Loadmaster) and Dan Ragan, B-17/PB 1W Radio Operator who crewed this aircraft from 1954–1955, and Nancy Kwiecien (Executive Officer).







## Matching Grant Raised Significant Funds for Education Center

**T**HE CAPACITY AND DESIRE TO LEARN commensurate with today's rapid pace of change and technology integration can help determine the trajectory of one's future. Using the unique experiential assets of the CAF — our World War II aircraft — we are committed to equipping youth for awe-inspiring futures through aviation based science, technology, engineering and math (STEM) programs.

In February 2018, the Ray Foundation, Inc. provided a \$2 million all-or-nothing challenge grant to the Commemorative Air Force in support of the National Aviation Education Center project. With the support of hundreds of supporters, including individuals, corporations, foundations and CAF units, and with large and small donations, the CAF met the requirements of the challenge — \$8 million of the \$11 million project goal was raised by year-end 2018.

When the doors open in late 2020, the Henry B. Tippie National Aviation Education Center will be the flagship of our organization, accelerating the mission to educate and inspire all who enter, honoring the heroes who served.

***After five years of curriculum and program development, the Center will serve approximately***  
**28,735**  
***students annually.***



**ABOVE** Henry B. Tippie National Aviation Education Center — opening by year end 2020.



# Impacting Youth Across the Nation

**W**HILE OTHER MUSEUMS MAY BE FILLED WITH STATIC displays, archival video footage, and soundtracks, the Commemorative Air Force is a dynamic, interactive learning experience that's on the move. CAF has an array of aircraft tours, exhibits, multimedia experiences, and hands-on activities that support our educational mission. Connected by a network of squadrons in 28 states and four countries, CAF brings our innovative experiential learning activities to communities near and far — even when no airport is nearby.

## **RISE ABOVE®: Red Tail**

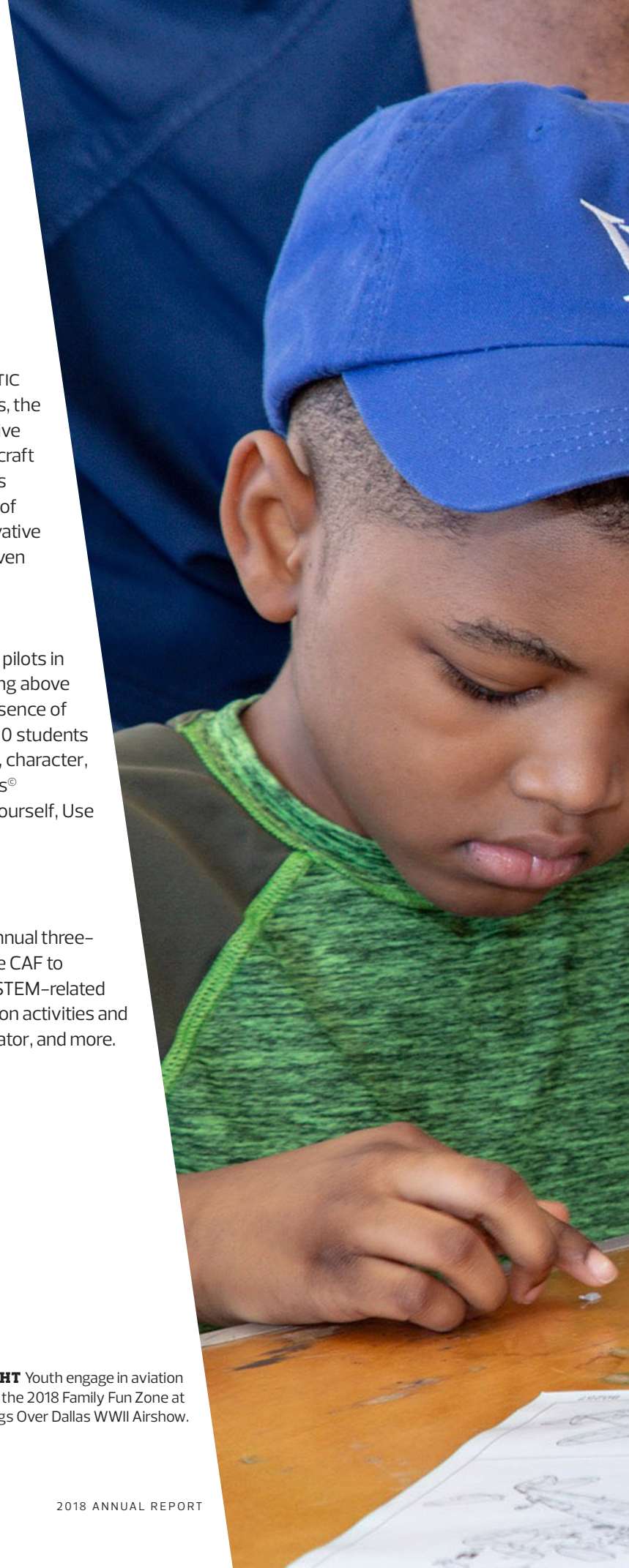
The Tuskegee Airmen were the first African-American fighter pilots in what was, in 1941, still a segregated military. Their story of rising above adversities, obstacles, and bias to achieve greatness is the essence of the RISE ABOVE outreach program that reached nearly 40,000 students in 2018. The program promotes the building blocks of courage, character, persistence, and empowerment through Six Guiding Principles® demonstrated by the Tuskegee Airmen: Aim High, Believe In Yourself, Use Your Brain, Be Ready To Go, Never Quit, and Expect to Win.

SIX GUIDING PRINCIPLES © 2009 COMMEMORATIVE AIR FORCE

## **Family Fun Zone @ Wings Over Dallas WWII Airshow**

Thousands of families visited the Family Fun Zone during the annual three-day event. Numerous community organizers partnered with the CAF to provide innovative learning opportunities through experiential STEM-related hands-on activities. Youth of all ages enjoyed a variety of aviation activities and topics from the dynamics of flight, to modeling, to a flight simulator, and more.

**RIGHT** Youth engage in aviation activities in the 2018 Family Fun Zone at CAF Wings Over Dallas WWII Airshow.









## Engaging Audiences World Wide

**N**OTHING, NOT VIRTUAL TOURS, AUGMENTED REALITY, or 3-D video can compare to the rumble of massive radial engines that shake the ground, the smell of oil and high-octane avgas mingled in the air, or the experience of climbing aboard a piece of living history from a bygone era.

Annually, the Commemorative Air Force has an array of aircraft tours and exhibits — some include vintage military aircraft, some include state-of-the-art multimedia, and others feature historians, veterans, and subject matter expert speakers.

Below are just some of more than 300 tours and events of 2018:

- *Prowlers Over the Pacific*
- *Rise Above CAF Red Tail Squadron*
- *TORA TORA TORA*
- *Flying Fortress sorties*
- *Dixie Wing sorties*
- *Miss Mitchell Bomber Tour*
- *B-17 Flying Legends of History Tour*
- *B-25 Flying Legends of History Tour*
- *Airpower History Tour*

### **Wings Over Dallas World War II Airshow**

In addition to an aggressive event schedule, the Commemorative Air Force hosted the third annual CAF Wings Over Dallas World War II Airshow in 2018. Known as the finest and most authentic all World War II airshow in the country, the event included over 35 aircraft from CAF units across the country.

### **Black History Month**

To celebrate the Tuskegee Airmen's lasting contributions to our country, the RISE ABOVE: Red Tail program provided resources that educators could download for use in a classroom environment to promote the Six Guiding Principles® of the Tuskegee Airmen. Students were also encouraged to enter an essay contest that encouraged critical thinking about how the lessons of these American heroes and civil rights pioneers can affect their own lives.







**ABOVE** New U.S. Air Force recruits stand in front of the CAF's P-51 Mustang *Tuskegee* Airmen at the Coast Guard Air Station Miami at Opa Locka Airport.



Aerosmith 







# Aviation, Inc.

## Collaborating in Conservation

**T**HE COMMEMORATIVE AIR FORCE'S ROLE IN preserving American military aviation history cannot be overstated. Military aircraft called "warbirds" play an integral role in protecting and defending our country. More than 600 military aircraft types saw service in World War II.

Some warbird models have already become extinct by falling victim to being scrapped for parts or used as target practice. Some have been spared this indignity but have been relegated to log their remaining hours on static displays and mounted on top of poles. Thankfully the CAF restores priceless warbirds to flying condition.

As a volunteer-driven organization, Commemorative Air Force attracts people with distinct passions and unique skills. All have a job to do and all rise to the occasion because of a solemn belief in the cause. While volunteers may be pilots, educators, doctors, lawyers, builders, first-responders, or entrepreneurs by day, each fills a special and essential role in their "free time" as welders, fabricators, mechanics, teachers, fundraisers, painters, and more.

Quite often the CAF encounters a big project and looks to collaborate with companies as partners or sponsors for major projects and programs. In 2018, such was the case when our B-29 Superfortress, named *FIFI* needed a paint job. The cost to paint *FIFI* was just short of a half-million dollars. Nearly \$75 thousand was collectively raised to paint the aircraft, and the difference was contributed by two major donors. All of the paint was donated by National Coatings and hundreds of volunteer hours contributed to getting the work done in time to have *FIFI* back in the air by early 2019.

### How much paint to paint a B-29 Superfortress?



**28** Gallons of Primer,  
**45** Gallons of Silver Paint,  
**45** Gallons of Clear Coat





## *That's All, Brother* Takes to the Sky

**K**EEPING HISTORIC AIRCRAFT OPERATIONAL IS HOW WE LINK the past to the present lest we forget the toil of the Greatest Generation. The cost of war is too high — freedom isn't free. Every man, woman, and child alive today and those yet unborn are forever indebted to those who put their lives on hold to serve our country.

Each aircraft in our care has historic value, yet some have an additional, immeasurable value that deserve a place of national honor because they are symbolic of something larger than life. Such is the case for our C-47 *That's, All Brother*.

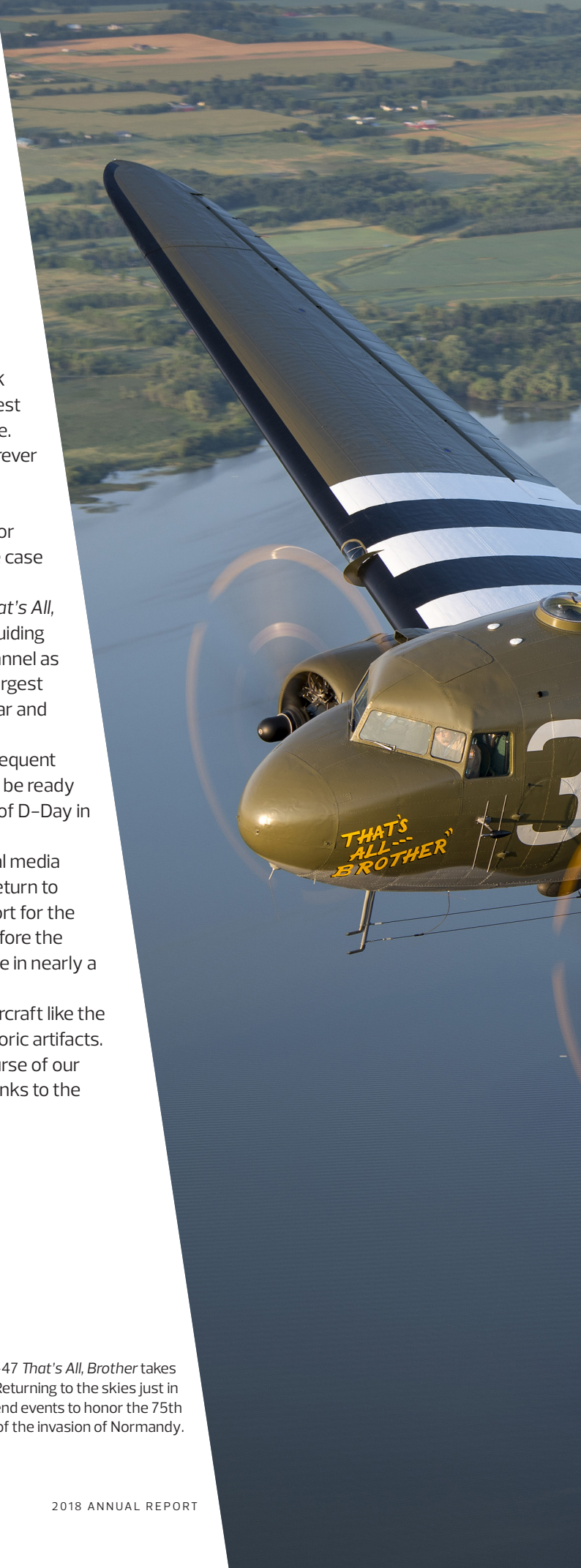
Found awaiting an ignominious fate in an aviation boneyard, *That's All, Brother*, then piloted by Lt. Col. John Donalson, was the lead C-47 guiding 800 other transports carrying 13,000 troops across the English Channel as part of the main aerial invasion on D-Day. The aircraft that led the largest invasion of the European Theater of Operations had survived the war and needed to be preserved for posterity.

An accelerated fundraising campaign to purchase and the subsequent restoration effort started in 2015 to ensure *That's All, Brother* would be ready to participate in commemorative activities on the 75th anniversary of D-Day in Normandy, France.

Hundreds of feature articles, interviews, news stories, and social media posts chronicled the progress of *That's All, Brother* on its quest to return to the sky. As the countdown clock began ticking faster in 2018, support for the mission grew ever stronger. And on January 31, 2018 (18 months before the D-Day re-enactment), *That's All, Brother* flew again for the first time in nearly a decade.

Some of the world's most historically significant World War II aircraft like the *Enola Gay* and *Memphis Belle* have been saved and restored as historic artifacts. But among an elite group of aircraft whose missions altered the course of our democracy, only *That's All, Brother* has returned to flight status thanks to the dedication of our volunteers, donors, and staff.

**RIGHT** C-47 *That's All, Brother* takes flight. Returning to the skies just in time to attend events to honor the 75th Anniversary of the invasion of Normandy.









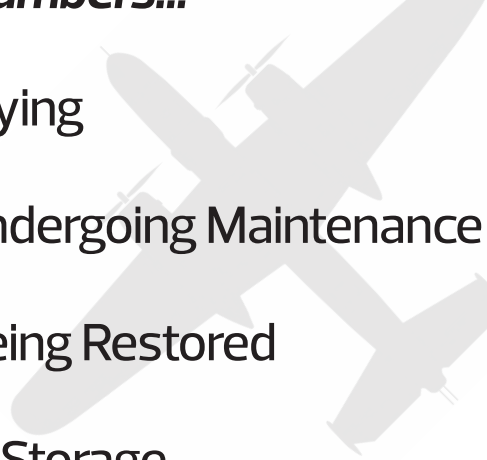
## Our Legacy of World Class Care Continues

**O**UR MISSION TO RESTORE AND PRESERVE MILITARY HISTORY doesn't end when aircraft return to the sky. Airworthiness is the springboard for the next chapters of these icons of American might and ingenuity that includes countless flight hours and maintenance to keep the engines roaring.

Rest assured that every dollar donated to the CAF is spent to support education, inspiration, preservation, and remembrance of those who paid the ultimate price. Donations support our efforts to keep our vintage warbirds flying, however, the real story is not simply the airplanes themselves, it is also the history they represent... the commitment and sacrifice of the men and women who fought for freedom. Exhibiting these aircraft at events across the country helps continue our mission to educate, inspire, and honor.

For more than 60 years, the Commemorative Air Force companies, operating as 501(c)(3) organizations have adopted business practices, finance and accounting methodologies, maintenance procedures, and safety protocols to ensure continuity of the CAF's mission. This is why we are often the first organization considered when people want to donate an important historic aircraft or contribute to this cause.

### ***Fleet Status By The Numbers...***



**132** Flying  
**17** undergoing Maintenance  
**20** being Restored  
**1** in Storage

**RIGHT** An F8F Bearcat engine roars to life. This aircraft was restored to airworthiness in 1991. Dedicated volunteers labored 18 months to get it airworthy and have kept it operational ever since.



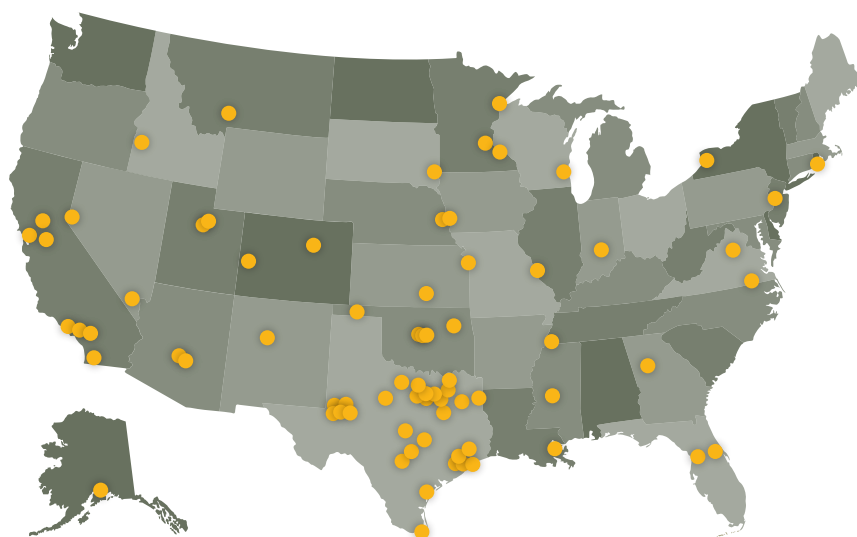






# Fiscal Year 2018

**T**HE COMMEMORATIVE AIR FORCE Companies refers to four corporations which compose the organization: American Airpower Heritage Flying Museum (AAHFM) "the aircraft," American Airpower Heritage Museum (AAHM) "the artifacts," American Airpower Heritage Foundation (AAHF) "the endowment," and the Commemorative Air Force (CAF) "the members."



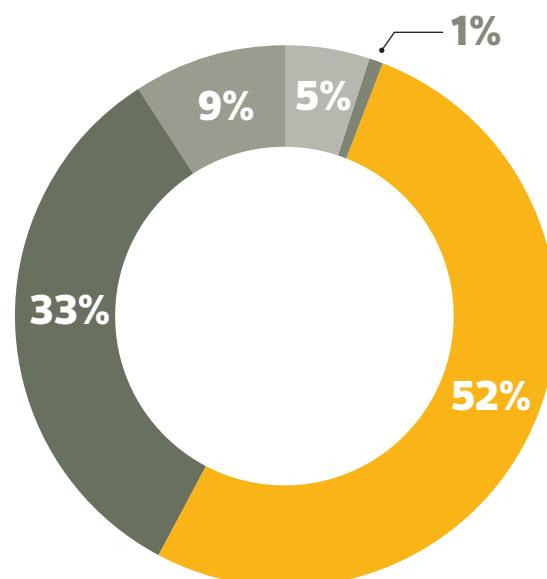
**80** units in 28 states and 4 countries\*

\* Australia Wing, French Wing, New Zealand Wing, and Swiss Wing

## 2018 Revenue

Contributions	\$ 14,467,887	52%
Airshow, Display & Education*	\$ 9,348,094	33%
Operating & Merchandising	\$ 2,467,298	9%
Membership	\$ 1,482,832	5%
Grants	\$ 229,118	1%
<b>TOTAL</b>	<b>\$ 27,995,229</b>	<b>100%</b>

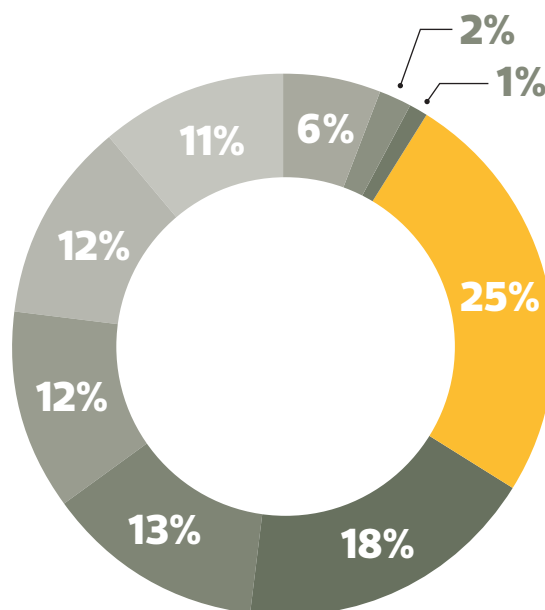
\* Event Sponsorship, Ticket Sales, Aircraft Rides, Aircraft Tours, and Appearance Fees



## 2018 Expenses

Aircraft Maintenance & Restoration	\$ 7,252,267	25%
Airshow, Display & Education	\$ 5,419,582	18%
Operations & Facilities	\$ 3,702,885	13%
Personnel	\$ 3,462,977	12%
Other**	\$ 3,675,400	12%
Fundraising	\$ 3,160,548	11%
Contracted Services	\$ 1,888,692	6%
Investment Income Loss	\$ 527,958	2%
General & Administration	\$ 327,455	1%
<b>TOTAL</b>	<b>\$ 29,417,764</b>	<b>100%</b>

\*\* Includes (Loss) on disposal of an asset



Change in Net Assets: \$ (1,422,535)



**RIGHT** World War II veteran Homer Hogues, center, with the Ladies for Liberty 1940s era singing trio. Hogues served as an aircraft mechanic with the renowned Tuskegee Airmen.



PHOTO: DAVID MCCONNOR





## COMMEMORATIVE AIR FORCE

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PHOTO: MARK NAUMANN